



DEPARTMENT OF THE ARMY
U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER
8899 EAST 56TH STREET
INDIANAPOLIS, INDIANA 46249-5301



REPLY TO
ATTENTION OF

AHRC-EB

16 June 2005

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command, Attention: ATTG-P, 5 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commandant, US Army Adjutant General's School, Fort Jackson, SC 29207-7045

SUBJECT: Career Management Field (CMF) 42, PMOS 42A, Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 1 June 2005, subject: Memorandum of Instruction for the FY05 CSM/SGM/SMC Selection Board.
2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF, PMOS 42A submits this Review and Analysis to assist you in executing your duties as proponent for MOS within this CMF.
3. Competence assessment of Promotion Zone.
 - a. Performance and potential (particularly leadership). For most 42As the leadership positions were available and documented on the ERB and NCOERs. Most served as 1SGs from 12 months to 24 months. In leadership positions most performed well and could serve as a CSM/SGM when required. A number did serve these positions successfully for periods of time. Other high risk jobs, such as NCO on a MACOM staff 42As also performed well. One noted concern were short term NCOERs (three months) that made it difficult to consistently evaluate performance compared to reports over long periods.
 - b. Utilization and assignments (particularly in PMOS). Most 42As were utilized in their primary MOS throughout their career as well. Some 42As had served in different jobs than their primary MOS. Nearly all had also been detailed as Recruiters, Drill Sergeants, EO or IG personnel throughout their careers as well. Professional development is well focused on career enhancing positions in this population. One noted weakness in the area of job assignment, is the creative descriptive job title. The duties normally associated with traditional positions from the manning document or appropriate CMF based on career progression are not reflected in the job description which causes confusion. It required subjective evaluation by board members to determine appropriate level of responsibility and risk.
 - c. Training and education. All 42As receive proper training for their assignment. Several soldiers serving as 1SG did not have the AER for the 1SG course in their files.

In addition, 1059s were missing for NCOES. On civilian education this CMF has soldiers who are well educated; most have a four year degree or higher.

d. Physical Fitness. Most personnel appeared to be within the height/weight requirement of AR 600-9, and if they were not performing above and beyond the PT test were well within 250 or above on the APFT. It was evident by photos, that many SNCOs appeared heavy, though NCOERs reflect that they are within Army standards. Professional appearances appeared compromised, even though weight was within tolerance.

e. Overall career management. Overall the CMF is healthy and has well trained and professionally skilled NCOs in the CMF inventory.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. As 42A has begun to consolidate with 42L, more soldiers are selecting positions formally linked to the other MOS, and have shown flexibility in what they can do.

b. Suitability of standards of grade and structure. Restructuring at this level has not impacted as much as it has at the lower grades yet. Senior 42A are still in position in performing at appropriate grades within the CMF.

c. Assignment and promotion opportunity. As consolidation with in the CMF progresses, opportunities to serve in leadership positions show 42As and 42Ls seeking those positions outside traditional lanes. Inside TOE organizations 42As are also working in Personnel Action Centers in Division Management NCO positions.

d. Overall health of CMF. There are certainly a sufficient number of trained and qualified personal available to fill current Army obligations.

5. Recommendations.

a. Competence. We must have continuing or year-round emphasis on documenting duty performance and preparing NCOs to be competitive for promotion in respective zone of consideration. NCOER remains the single source document representing the NCOs overall performance and potential. Raters and Senior Raters should avoid ambiguity, repetitive phrasing in assuring it is accurate, correct, and reflects performance and potential without inflation.

b. CMF structure and career progression. One career pattern needs to be shown for the entire CMF.

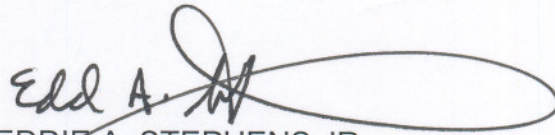
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6. CMF Proponent Packets.

a. Overall quality. Great. Proponent should review, consolidate and update the typical career patterns to reflect that 42A and 42L compete for the same promotion opportunity. Omit single positions that soldiers would not hold prior to selection for CSM or SGM. A quick reference chart should list all possible opportunities for ASI, SQI and additional duties.

b. Recommended improvement. Plan for flexibility within the CMF of 42As and 42Ls doing some crossover jobs. This will ensure Career Enhancing Assignments in Senior grades input

A handwritten signature in black ink, appearing to read "Eddie A. Stephens Jr.", with a large, stylized loop at the end.

EDDIE A. STEPHENS JR.
Colonel, AG
Panel Chief